



# ***Introduction to Army Leadership***

## ***Part 1 of 3***



# Introduction to Army Leadership



## Part 1

- Overview
- Definitions
- Levels of LDRS
- ADP 6-22
- BE-KNOW-DO
- ALRM
- CC LDP

## Part 2

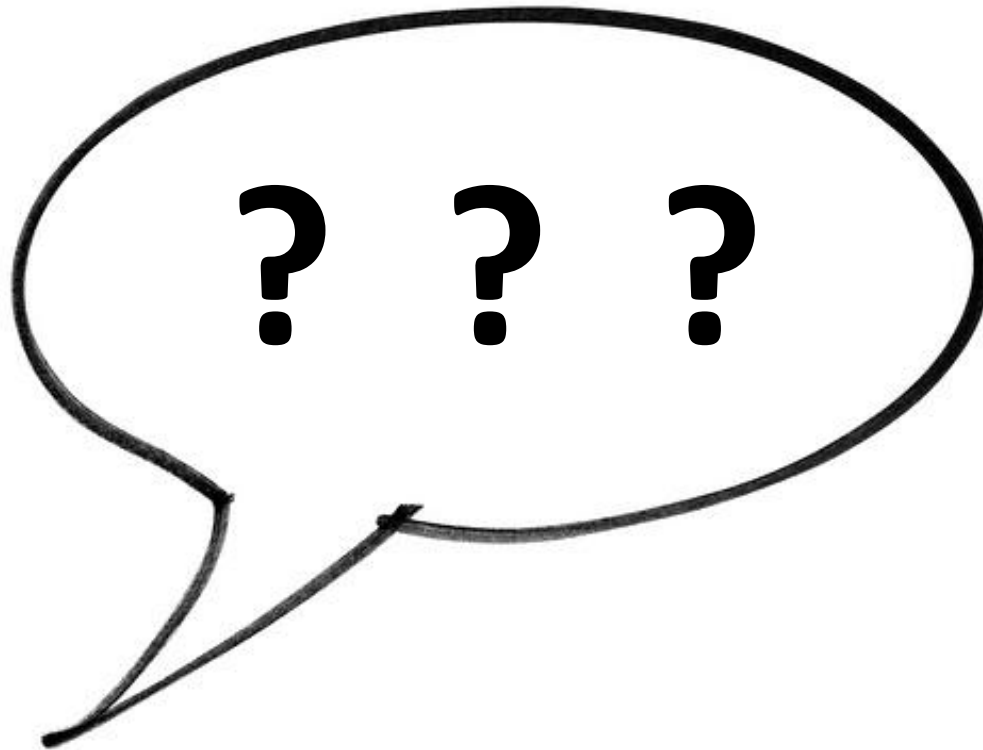
- CC LDP
- Attributes
  - Character
  - Presence
  - Intellect

## Part 3

- CC LDP
- Competencies
  - Lead
  - Develop
  - Achieve



In YOUR words, what is LEADERSHIP?





LEADERSHIP

## Creating your Akron Experience

### Leadership

If you want to be a successful leader at Akron, you can hold a leadership position on an executive board or committee, student organization, or team.

- Do you aspire to develop, learn, and participate in leadership and team building opportunities?
- If you want to be successful personally and professionally as a leader.....
- Achieving your goals means learning how to be an effective leader and team player.
- 71% of employers are looking for team players.
- Will you be in demand at graduation? Over 75% of hiring employers want students to have leadership, teamwork, and communication skills.





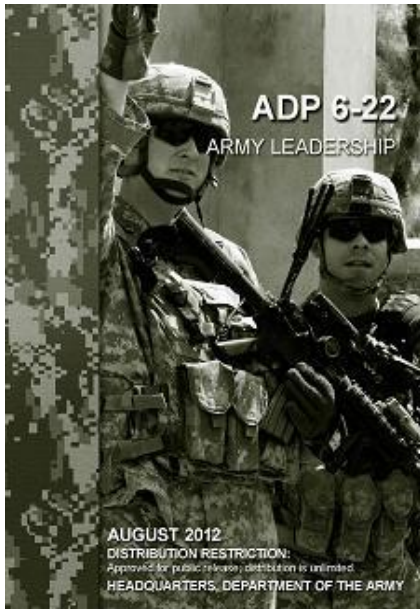
# Class Objectives

- Define Leadership according to Army Doctrine Publication (ADP) 6-22, Army Leadership
- Identify the three levels of Army Leadership: direct, organizational, and strategic
- Understand the Army Leadership Requirements Model
- Identify “Be, Know, and Do” as the pillars of the Army Leadership Requirements Model
- Define “Be, Know, and Do” within the context of Army Leadership Doctrine
- Relate “Be, Know, and Do” to the Cadet Command Leadership Development Program



# ***Leadership – What is it?***

*“Leadership is the process of **influencing people** by providing purpose, direction, and motivation to accomplish the mission and improving the organization.”*



*An **Army leader**...is anyone who by virtue of assumed role or assigned responsibility **inspires and influences** people to **accomplish** organizational goals. Army leaders **motivate** people both inside and outside the chain of command to pursue actions, **focus thinking**, and **shape decisions** for the greater good of the organization.*





U.S. ARMY

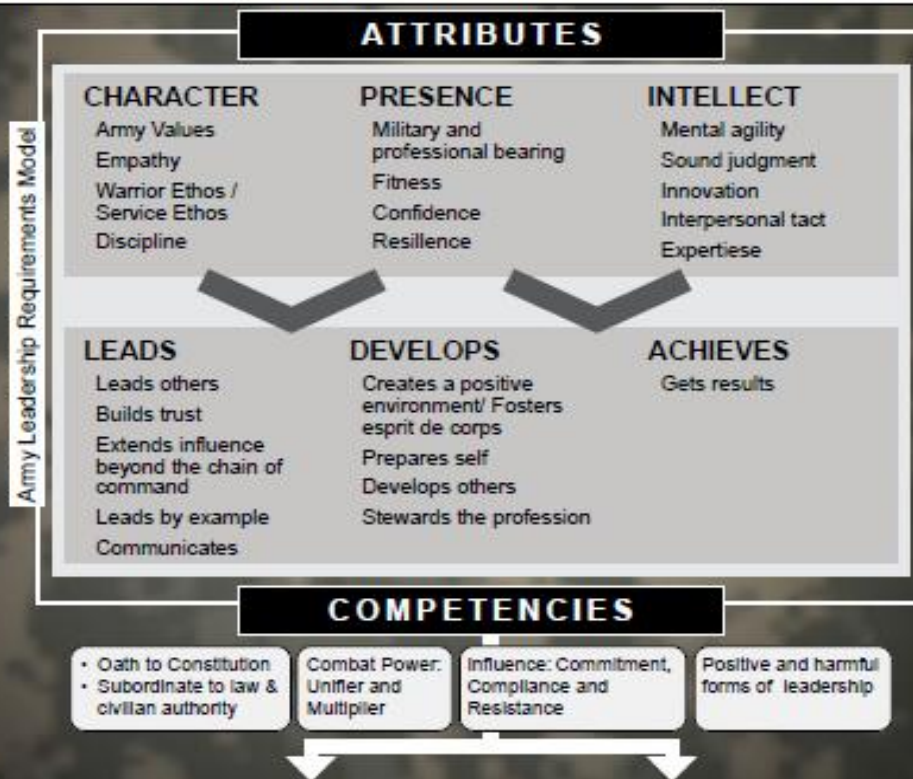
Influencing people by providing purpose, direction, and motivation



# ADP 6-22 Army Leadership

The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

The Leadership Requirements Model establishes what leaders need to be, know and do. A core set of requirements informs leaders about expectations.



**Outcomes**

- Secured U.S. interests
- Mission success
- Sound decisions
- Expertly led organizations
- Stewardship of resources
- Stronger families
- Fit units
- Healthy climates
- Engaged Soldiers & Civilians

**CONTENTS**

- Purpose of Leadership
- Components of Leadership
- Applying Influence
- Leader Attributes
- Leader Competencies
- Leaders and Courage
- Situational Leadership
- Informal and Collective Leadership
- Command and Leadership
- Leadership Requirements Model
- How Leaders Develop

**Other documents:**

- Briefing

<b>Levels of Leadership</b> Direct – Refine ability to apply competencies at a proficient level Organizational – Apply competencies to increasingly complex situations Strategic – Shape the military through change over extended time	<b>Special Conditions of Leadership</b> Formal – designated by rank or position, command is an example Informal – take initiative and apply special expertise when appropriate Collective – synergistic effects achieved with multiple leaders aligned by purpose Situational – actions adjusted to complex and uncertain environments
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## 3 Levels of Army Leadership

- **Strategic**

Strategic leaders include military and Army civilian leaders at the major command through Department of Defense (DOD) levels.

- **Organizational**

Organizational leaders lead and influence several hundred to several thousand people. They usually do this through several levels of leaders and subordinates and are assisted by staffs.

- **Direct**

Face to face, first line leadership. Takes place in organizations where subordinates are used to seeing their leaders all the time.



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## 3 Levels of Army Leadership

- **Strategic**

Strategic leadership is the highest level of Army leadership. Strategic leaders are responsible for the overall direction and vision of the organization. They are typically found in the highest echelons of the organization, such as the President, Provost, Board of Trustees, etc.

- **Organizational**

Organizational leadership is the middle level of Army leadership. Organizational leaders are responsible for the overall direction and vision of the organization. They are typically found in the middle echelons of the organization, such as the Dean of the College, etc.

- **Direct**

Direct leadership is the lowest level of Army leadership. Direct leaders are responsible for the overall direction and vision of the organization. They are typically found in the lowest echelons of the organization, such as the College Professor, etc.



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## 3 Levels of Army Leadership

- **Strategic**

Strategic leaders include military and civilian leaders who provide vision and direction for the organization. They are responsible for setting the overall mission and goals, and for ensuring that the organization is aligned with the national security strategy.

TRADOC and Cadet  
Command Leadership

- **Organizational**

Organizational leaders lead and manage the organization's resources, including personnel, equipment, and finances. They are responsible for ensuring that the organization is able to execute its mission effectively and efficiently. They also provide guidance and support to the strategic and direct levels of leadership.

Brigade and Battalion  
Cadre Leadership

- **Direct**

Direct leaders are responsible for the day-to-day operations of the organization. They are responsible for ensuring that the organization is able to execute its mission effectively and efficiently. They also provide guidance and support to the strategic and organizational levels of leadership.

MS Instructor & Cadet  
Leadership



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# **The Basis of Leadership**

1. All Army team members, Soldiers and civilians, must have a basis of understanding for what leadership is and does – which is deeply-rooted in **values, the Warrior Ethos, and professional competence.**
2. National and Army values **influence the leader's character and professional development**, instilling a desire to acquire the essential knowledge to lead. Leaders apply this knowledge within a spectrum of established competencies to achieve successful mission accomplishment.
3. The roles and functions of Army leaders apply to the three interconnected levels of leadership: **direct, organizational, and strategic**. Within these levels of leadership, cohesive teams can achieve collective excellence when leadership levels interact effectively.



## *The **Be, Know, Do*** **Leadership Philosophy**

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*The Army uses the shorthand expression of **BE-KNOW-DO** to concentrate on key factors of leadership. What leaders **DO** emerges from who they are (**BE**) and what they **KNOW**. Leaders are prepared throughout their lifetimes with respect to BE-KNOW-DO so they will be able to act at a moment's notice and provide leadership for whatever challenge they may face.*

*ADP 6-22 describes the **character attributes** and **core competencies** required of contemporary leaders.*

- Character is based on the attributes central to a leader's make-up.*
- Competence comes from how character combines with knowledge, skills, and behaviors to result in leadership.*





# *The **Be, Know, Do*** *Leadership Philosophy*

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## **BE:** *Who You Are --- A Leader of Character and a Leader of Presence.*

*Character defines who you are as a leader. It is how you demonstrate your values. Who you are is not something you can turn on and off. It is 24 hours per day and 7 days a week on and off duty, regardless of who might be watching.*

## **KNOW:** *Skills You Have Mastered --- A Leader With Intellectual Capacity.*

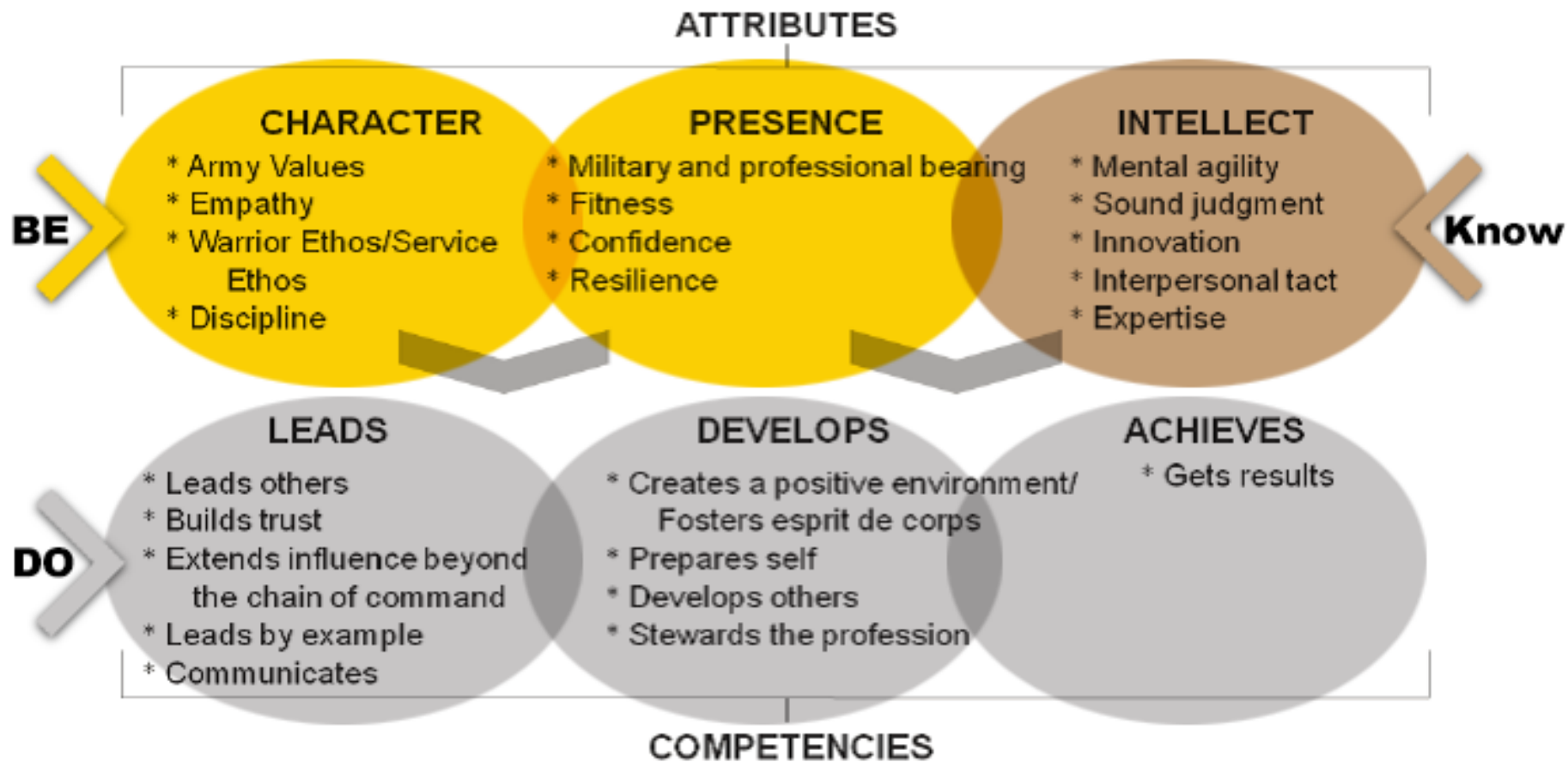
*Competence in your field --- This is accomplished by gaining knowledge and mastering appropriate skills. This takes self-motivation. You have to WANT to learn.*

## **DO:** *How You Carry out Your Decisions --- Leads, Develops, and Achieves.*

*A Leader's actions are observable and will be how he/she is ultimately evaluated and will determine his/her effectiveness as a leader. Leadership takes place in action. What you DO is every bit as important as the BE and KNOW aspects of the Army Leadership Philosophy.*



## Army Leadership Requirements Model



**ADP 6-22**

***ALRM conveys the expectations that the Army wants leaders to meet.***



# Cadet Command



## Leadership Development Program



## Blue Card (Front)

<b>LEADERSHIP ASSESSMENT REPORT</b>				CADET COMMAND REG 145-3 REQUIREMENTS CONTROL SYMBOL ATCC-122			
<b>PART I - Attributes (what a leader is):</b> Characteristics that are an inherent part of an individual's total core, physical, and intellectual aspects. Attributes shape how one behaves.							
<b>1. Character:</b> A person's moral and ethical qualities which give a leader motivation to do what is appropriate regardless of circumstances or consequences.							
<b>ARMY VALUES</b> (Comments mandatory in Part III for all "NO" entries)				Yes No		Yes No	
1. <b>LOYALTY:</b> Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit and other Soldiers							
2. <b>DUTY:</b> Fulfills professional, legal, and moral obligations						5. <b>HONOR:</b> Adherence to the Army's putridly dedicated code of values	
3. <b>RESPECT:</b> Treats others as they should be treated; promotes dignity, consideration, & fairness						6. <b>INTEGRITY:</b> Does what is right both legally and morally; honest in word and deed	
4. <b>SELFLESS-SERVICE:</b> Places welfare of others and Army priorities before self						7. <b>PERSONAL COURAGE:</b> Faces fear, danger, or adversity	
<b>EMPATHY:</b> The ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions							
<b>WARRIOR ETHOS:</b> I will always place the mission first; I will never accept defeat; I will never quit; I will never leave a fallen comrade							
<small>Mark "E", "S", or "N" for each observed attribute and/or core leader competency. IMPROVE comments in Part II are mandatory when rating of "N" is indicated.</small>							
<b>2. Presence</b> The impression that a leader makes on others, which contributes to their success in leading them; the image that a leader projects; how others perceive a leader (outward appearance, demeanor, words, and actions)		<b>MB</b> <b>Military Bearing</b> <span style="float: right;">E S N PF</span> Projecting a commanding presence and professional image of authority		<b>Physically Fit</b> <span style="float: right;">E S N</span> Having sound health, strength, and endurance that supports one's emotional health and conceptual abilities under stress			
		<b>CF</b> <b>Confident</b> <span style="float: right;">E S N RS</span> Projects self-confidence and certainty; demonstrates composure and poise; calm and collected; possesses self control of emotions		<b>Resilient</b> <span style="float: right;">E S N</span> Showing a tendency to recover quickly from setbacks, shock, adversity, stress or injury while maintaining a mission and organizational focus			
<b>3. Intellectual Capacity</b> The ability to draw on the mental tendencies and resources that shape a leader's conceptual abilities and impact of effectiveness, which then are applied to one's duties and responsibilities		<b>MA</b> <b>Mental Agility</b> <span style="float: right;">E S N SJ</span> Flexibility of mind; a tendency to anticipate or adapt to ever-changing conditions; improvisation		<b>Sound Judgment</b> <span style="float: right;">E S N IN</span> Assesses situations and draws feasible conclusions; makes sound and timely decisions		<b>Innovation</b> <span style="float: right;">E S N</span> Ability to introduce something new; is original in thoughts and ideas; creative	
		<b>IP</b> <b>Interpersonal Tact</b> <span style="float: right;">E S N DK</span> Effectively interacts with others; possesses the capacity to understand personal interactions with others; awareness of how others see you		<b>Domain Knowledge</b> <span style="float: right;">E S N</span> Possessing facts, beliefs, and logical assumptions in relevant areas; technical, tactical, cultural and geopolitical knowledge			
<b>PART II - Core Leader Competencies (what a leader does):</b> Works to lead others; develops themselves, their subordinates and organizations to achieve mission accomplishment.							
<b>1. Leads</b> The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment		<b>LD</b> <b>Leads Others</b> <span style="float: right;">E S N EI</span> Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives		<b>Extends Influence beyond CoC</b> <span style="float: right;">E S N</span> Uses indirect means to influence others outside normal chain of command. Involves diplomacy, negotiation, conflict resolution and mediation.			
		<b>LE</b> <b>Leads by Example</b> <span style="float: right;">E S N CO</span> Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character		<b>Communicates</b> <span style="float: right;">E S N</span> Clearly expresses ideas to ensure understanding; actively listens to others; and practices effective communication techniques			
<b>2. Develops</b> Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care		<b>CP</b> <b>Creates a Positive Environment</b> <span style="float: right;">E S N PS</span> Creates a positive cultural and ethical environment		<b>Prepares Self</b> <span style="float: right;">E S N DO</span> Self-study, self-development and becoming multi-skilled; ensures they are prepared to lead		<b>Develops Others</b> <span style="float: right;">E S N</span> Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile	
<b>3. Achieves</b> Sets objectives and focuses on mission accomplishment		<b>GR</b> <b>Gets Results</b> <span style="float: right;">E S N</span> Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment					





## Blue Card (Front)

BE

LEADERSHIP ASSESSMENT REPORT				CADET COMMAND REG 145-3 REQUIREMENTS CONTROL SYMBOL ATCC-122			
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	Projecting a commanding presence and professional image of authority				Having sound health, strength, and endurance that supports one's emotional health and conceptual abilities under stress		
	<b>CF</b> Confident		E S N RS		<b>Resilient</b> E S N		
	Projects self-confidence and certainty; demonstrates composure and poise; calm and collected; possesses self control of emotions				Showing a tendency to recover quickly from setbacks, shock, adversity, stress or injury while maintaining a mission and organizational focus		
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	Flexibility of mind; a tendency to anticipate or adapt to ever-changing conditions; improvisation		Assesses situations and draws feasible conclusions; makes sound and timely decisions		Ability to introduce something new; is original in thoughts and ideas; creative		
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	Creates a positive cultural and ethical environment		Self-study, self-development and becoming multi-skilled; ensures they are prepared to lead		Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile		
	<b>GR</b> Gets Results		E S N				
Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment							



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	CF	Projects self-confidence				RS	Resilient	E	S	N					
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COT CMD FORM 155-4A-R Jul 09 - REPLACES ALL PREVIOUS VERSIONS





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<b>3. Achieves</b> Sets objectives and focuses on mission accomplishment	GR	Gets Results		E	S	N				E	S	N
	Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment											



## Blue Card (Reverse)

<b>LEADERSHIP ASSESSMENT REPORT</b>			
		CADET COMMAND REG 145-3 REQUIREMENTS CONTROL SYMBOL ATCC-122	
<b>PART III – RECORD OF OBSERVATIONS AND COUNSELING</b>		Check here if <b>SPOT REPORT</b> <input type="checkbox"/>	
a. SUMMARY OF OBSERVATION: Summarize most significant observed leadership behaviors. Use sufficient detail to support summary ratings in Parts I and II. Use continuation card if necessary.			
b. COUNSELING: Comment on at least 1 "SUSTAIN" and 1 "IMPROVE" attribute and/or core leader competency as identified in Part I and II. ("IMPROVE" comments are required for each "N" entry in Part I and II). Not required for Spot Report.			
SUSTAIN:			
IMPROVE:			
<b>PART IV – OVERALL NET ASSESSMENT (Circle one)</b>		<b>E</b>	<b>S</b>
		<b>N</b>	
RATED CADET NAME	UNIT	DUTY POSITION (Location if Spot Report)	DATE
RATED CADET SIGNATURE	ASSESSOR NAME / INITIALS		CADRE <input type="checkbox"/> CADET <input type="checkbox"/>





## Practical Exercise

- Pair up with a battle-buddy.
- Look at the front side of a Leadership Assessment Report (Blue Card).
- With respect to BE, KNOW, DO, review the character attributes and core competencies and decide 2-3 specific areas that you and your battle-buddy want to improve this semester and why.
- Be prepared to share your findings with the class.



# A Final Thought

It takes personal courage to take the initiative to *make something happen* rather than standing by or withdrawing and *hoping* events will turn out well.





# Next Class



## Part 1

- Overview
- Definitions
- Levels of LDRS
- ADP 6-22
- BE-KNOW-DO
- ALRM
- CC LDP

## Part 2

- CC LDP
- Attributes
  - Character
  - Presence
  - Intellect

## Part 3

- CC LDP
- Competencies
  - Lead
  - Develop
  - Achieve



*Be Safe. Be Smart. Be Legal.  
Stay Focused on YOUR Goals.*

*Are YOU committed?*

*Are YOU ...*

**ALL  
IN**

*?*